

5. Career and Succession Planning

Career Planning

Career planning is the process by which of systematically matching career goals and individuals capabilities with opportunities for their fulfillment.

The career planning process involves both the organization and the individual responsibility. Career planning includes succession planning. Career planning essentially means helping the employee to plan their career in terms of their capacities within the context of organizational needs.

“ According to **Schwind Das and wager** "Career planning is the process of enhancing an employee's future value"
According to **Edgar Schein** " career planning is a continuous process of discovery in which an individual slowly develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system "

Therefore, career planning must link individual needs and aspirations with organizational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programs.

Objectives

- Attract and retain talent by offering careers, not jobs.
- Use human resources effectively and achieve greater productivity.
- Reduce employee turnover.
- Improve employee morale and motivation.
- Meet the immediate and future human resource needs of the organization on a timely basis

Succession Planning

Succession Planning is the task of indemnifying particular individuals as possible successors for specific positions among particular individuals already working in the organization. Succession planning incorporates a wide-range of Human Resource (HR) management functions, including recruitment, performance management and training and development.

Succession planning, also known as "**replacement planning**," ensures that businesses continue to run smoothly after a company's most important people move on to new opportunities, retire or pass away.

Traditionally, succession planning has sometimes taken a replacement approach, often focusing on executive-level positions. One or two successors might be identified and selected, probably based on the exclusive input of their immediate supervisor, and then placed on the fast-track into a senior position. However, succession planning has evolved into a process that can be used to:

- Replace an organization's HR at a broad or specific level

- Identify, assess and develop employee knowledge, skills and abilities to meet the current and future staffing needs of the organization
- Ensure a continuous supply of talent by helping employees develop their potential, as successors for key departmental positions.

Features of Succession Planning

- It is done by top management to meet their responsibility.
- It is once a year exercise.
- It is flexible plan with change in business such as unexpected resignations etc.
- Succession planning is generally needed for key positions at higher levels.

Steps of Succession Planning

Identify Key Areas and Positions

Key areas and positions are those that are critical to the organization's operational activities and strategic objectives.

- Identify which positions, if left vacant, would make it very difficult to achieve current and future business goals.
- Identify which positions, if left vacant, would be detrimental to the health, safety, or security of the Canadian public.

Identify Capabilities for Key Areas and Positions

To establish selection criteria, focus employee development efforts, and set performance expectations:

- Identify the relevant knowledge, skills (including language), abilities, and competencies needed to achieve business goals.
- Use the Key Leadership Competencies profile.
- Inform employees about key areas and positions and required capabilities.

Identify Interested Employees and Assess them against Capabilities

Determine who is interested in and has the potential to fill key areas and positions.

- Discuss career plans and interests with employees.
- Identify the key areas and positions that are vulnerable and the candidates who are ready to advance or whose skills and competencies could be developed within the required time frame.
- Ensure that a sufficient number of bilingual candidates and members of designated groups are in feeder groups for key areas and positions.

Develop and Implementation Succession Planning

Incorporate strategies for learning, training, development, and the transfer of corporate knowledge into your succession planning and management.

- Define the learning, training, and development experiences that your organization requires for leadership positions and other key areas and positions.
- Link employees' learning plans to the knowledge, skills (including language), and abilities required for current and future roles.
- Discuss with employees how they can pass on their corporate knowledge.

Evaluate effectiveness of succession planning

Evaluate and monitor your succession planning and management efforts to ensure the following:

- Succession plans for all key areas and positions are developed;
- Key positions are filled quickly;
- New employees in key positions perform effectively; and
- Members of designated groups are adequately represented in feeder groups for key areas and positions.



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